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DPD-2038  
Copy 2 of 3

25 March 1959

MEMORANDUM FOR: Chief, Administrative Branch DPD-DD/P

SUBJECT: Report of Meeting on Honor and Incentive Awards Programs

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1. The first part of the meeting was a presentation by [redacted] on the Incentive Awards Program:

A. He made a comparison of the handling of such a program between Industry and Government and pointed out that Industry is far ahead because it is able to grant salary increases whereas the Government cannot give step increases and also because of bureaucratic rigidity.

B. He stressed the fact that awards play a greater role in Government because in order to get meritorious job performance every incentive we can lay our hands on is needed. He didn't think enough recognition is given for achievement in Government work.

C. He especially underlined the following points:

(1) Incentive awards provide an effective management tool.

(2) Each supervisor has a responsibility to encourage ideas. This in turn will result in more interest in each person's job.

(3) A young agency such as ours offers the most fertile soil for improvement.

(4) Suggestions in line of duty are admissible if they are so superior and meritorious that they warrant special recognition.

D. He showed a comparison of CIA with other Governmental agencies of similar size and we suffered greatly in comparison. He wondered why we were making such a poor showing. He thought that our restriction on publicity no doubt had its effect but wondered if poor promotion of the program coupled with insufficient supervisory interest and encouragement might not be the main fault.

E. In 1958 the Agency made \$190,000 saving as a result of suggestions for which \$78,000 was paid out.

F. He gave special emphasis to the fact that they have a cleared panel for handling sensitive suggestions; however, in cases of extreme sensitivity the Division Chief can discuss the suggestion directly with [redacted]

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25X1A 2. [redacted] spoke on the Honor and Merit Awards Program:

- A. This program is for everybody associated with CIA.
- B. Our program performance has to be "internal". We can never publicize our people's achievements.
- C. We have an awards program in order to help satisfy each human's need for recognition when it is deserved.
- D. Our program has been in effect since 1953. Most of the awards have gone to DDP. There must be hundreds more that have not been properly awarded. The program is divided into the following phases:
  - (1) For valor - the Distinguished Intelligence Cross and the Intelligence Cross. In this category thus far 8 have been awarded the Intelligence Cross and none the Distinguished Intelligence Cross.
  - (2) Service Awards - 18 have been awarded the Distinguished Intelligence Medal and 50 have been awarded the Intelligence Medal of Merit.
  - (3) Performance Award - the Certificate of Merit with distinction has been awarded to 8 thus far. This is the award that may be accompanied by an honorarium ranging from \$200 to \$5,000. This award is meant to provide hazardous duty pay. 24 have been awarded the Certificate of Merit. This award has a \$100 honorarium attached to it and is meant primarily for junior personnel.

E. [redacted] also stressed the supervisor's responsibility to avail himself of the fine awards program we have and realising how important it is not only to the individual but to the organization to see that people are properly rewarded when deserved.

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[redacted]  
Personal Officer  
DPD-DD/P

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